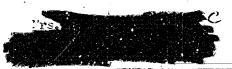
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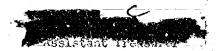
Mrs.

January 6, 1960



Theolosed please find the check in the amount of 1,503,75 which represents the second quarterly pareent on the great the check to you for A Preliminary Study of Group Interview Fot of Federal to High Personal Decision-aking Entrices.

Sincerely,



Eno.



September 30, 1959



Dear Fre.

B

Enclosed please find the check in the acount of \$1.503.75 which represents the first quarterly payment on the great that the is eaking for "A religious tady of Group Interview methods besigned to blight Personal Medision-Paking extrices."

The only requirements that apply to these Aunds are as follows:

- 1. A tended report is to be substited after the completion of the phase of research covered by this grant.
- A terminal accounting of funds expended in obtaining, processing and reporting data shall be provided for our records.
- 3. Any technical reports or papers which grow out of the sharp supported under this grant shall contain the following notices: "Whis study was comported in part by a grant fro

Other than the shows conditions, it is required that the funds be exceeded entirely for the research designated and that no profits accree to any individual.

inclosed place find a copy of the budget that In substitut.

To are all very happy that ir. I feeling better.

The Board of Timestors and the seteratific advisors to do not in wishing you well in this exceever. These call upon us for any assistance that we may be close to provide.

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September 15, 1959

Brs. 4

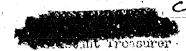
Dear Mrs.

Mr. is sorry that he did not have an opportunity to write to your frectly but he was unexpectedly called out of town.

This letter will confirm the conversation that he had with you in which he stated that the prepared to forward to you on or about Cetober lateral parameterly payment in the amount of \$1,503.75 of the total grant being made in the amount of \$6,015.00 for "A Preliminary Study of Crown Interview Methods Resigned to Elicit Personal Decision-Naking Natrices."

We would appreciate your letting us know if this method of payment is cathefactory and whether you wish the payment to be made directly to you or in another wanner.

Sinceroly.



Project Proposal

B

TO

A PRELIMITED STUDY OF GROUP MINERVALE DESIGNED RESIGNED TO ELACIT PERSONAL DECISION-MAKING DATELICES

Invostigatora

Introduction

This is a proposal to the oraclists of the designed to proposal to the oraclists and corpropare the land groups in that study in the second discussion and analysis, and by proposing the investigators to make effective contacts with the groups of the scholars being studied.

### bodiess

It is proposed that a progressive sories of groups be interviewed in order to clicit data is suitable form for nathomatical gaslycis. The line of the later is possible.

The later is proceened and shelf connections with the later alvergations of position as from at later later is position as from at later later form for study.

As techniques are developed they will be applied to different national groups of students in both institutions. In the final stage the techniques will be applied through the use in order to nake sure the procedure can be used abroad. There are several creable foreign groups available on the campus and it should be possible to anticipate most of the basic practical problems which will arise to executing the main project. [5]

During this prolinicary investigation the same recording and photographic equipment will be used as is planted for use in the rain project. It is heped to evereese whatever technical difficulties may raise well in advance of the departure of the main project investigators.

Rudgot

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Respectfully embatted.

Principal Investigator

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Cost Account \_ 0525- 108-4802

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(When filled In)



4 August 1959

MEMORAPDUM FOR: CHIEF, FINANCE DIVISION

VIA

: 153/Budget Officer

. SURJECT

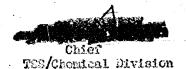
: MKUMERA, Subproject 95, Invoice No. 1 Allotment 0525-1009-4902

1. Invoice No. 1 is attached covering the above subproject. Payment should be made as follows:

E cashier's Check in the amount of 33, 165,007 drawn-

2. Please forward the check to Chief, TSS/Chemical Division through TSS/Budget Officer by Friday, 14 August 1959.

3. This is a final invoice. However, since it is anticipated that additional funds will be obligated for this project, the files should not be closed.



Attachments: Invoice & Certifications

Distribution:

Orig & 2 - Addresses

1 - TSS/FASB

1 CERTIFY TOWN TO SHAVE AT AVAILABLE 1989
COMMANDS FOR SHAVE OF 305-1009-6982

CHECK MAN

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April 16, 1962

Summary Accounting of the Phases I and II Combined	ject
Stipends and	\$19,500.00
Equipment and Supplies	1,722.27
Gifts	150.00
Travel	15,766.72
Secretarial Help	168.00
Miscellaneous	121.10
Total expended on whole project	\$37,428.09
Received	34,465.00
Absorbed from GeneralGrant Funds	\$ 2,963.09

project.

I have examined and approved the submitted expenditures.

TSS/Chemical Division

rates 4/27/62

September 19, 1960

Memorandum to A roject

We requested a final accounting on this project when it is completed. In the meantime, the following payments have been made:

Paid directly to Mrs. or a preliminary study was the sum of \$6,015.00 for the period Sept. 1959 through August 1960.

Paid directly to bank account beginning in June 1960 the sum of \$7,000.00 ms expenses amounting to \$2,342.93 making the total paid to date to Dr. \$9,342.93.

Amount received for this account \$34,465.00

Total expended to date

15,357.93

Balance in the account

\$19,107.07

This is a true account of the status of the project.



thave examined and approved the submitted expenditures.

February 8, 1960



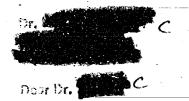
Trush you for your accounting. Please find emplosed which in the amount of (150.57. Tope you are well.

dinceroly.



ilig.

August 12, 1959



I am pleased to inform you that your proposal has been approved, and we shall be forwarding a portion of your grant in the very near future.

I need to know how the funds should be transmitted, and whether quarterly regments will be serisfactory with you, or how you would like the payments arranged.

Two of the directors had some suggestions about the conduct of the latter parties of your work which, I think, are important. But, I feel they can writ until you are ferther along, and until we have an opportunity to visit again, perhaps at the conduct to seeing you soon.

Sincerely yours,

Executive Secretary

### RECEIPT

Receipt is hereby acknowledged of the following check:

Treasurer's Check No. 168360, dated drougt 12, 1959, in the smount of \$34,465.00, drawn on the bayable to



()



h August 1959

EXECUTED A POR COLUN, PROMESE ESTABLICA

VIA

: The/Autgan Officer

BUNEAR

: 1235275, symprojest 95, Involve Ko. 1 Allowers 3025-1003-1202

1. Involce Po. 1 is attached covering the above subproject. Four one should be some as Policies

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- 2. Floure forward the check to Chief, Tos/Charlest Sivision through Tos/Charlest Carley by Paddey, 14 August 1959.
- 3. This is a first invoice. Excever, since it is satisficated that a satisficated for this project, the files should not be closed.

Crief Tes/Chemical Division

Attachomis: levolos & Certifications

elstribution: Orly & 2 - Alicestra



INVOICE

Por services



63

(1) It is hereby certified that this is Invoice No. 1 applying to Subproject No. 96 of MAULINA, that performance is satisfactory, that services are being accomplished in accordance with mutual agreements, that a detailed agenda of the payments and receipts is on file in TSS/CD, that this bill is just and correct and that payment thereof has not yet been made.

Chief, TSS/Chemical Division

Date:

(2) It is hereby certified that this invoice applies to Subproject No. 96 of MAULTRA which was duly approved, and that the project is being arried out in accordance with the menorandum of 13 April 1953 from the DCI to the DD/A, and the extension of this authority in subsequent menoranda.

Research Director

Date:



22 July 1959

PERDPAGNA POR THE CONTROLLER

ATTEMETON:

. Pinance Division

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: MARKAN, Bubprojest 96

inder the netherity greated in the honormain dated

13 April 1953 from the DCI to the DD/A, and the extension of this
cutherity in subsequent memoranda, subproject 96 has been approved,
end \$50,000,000 of the over-all Project indicate funds have been
collected to cover this subproject's expanses and should be charged
to Allotrant 0525-1003ab902.



APPROVED FOR COLLOATION OF FULLO:

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TSS/CI	2 - MSS/CD 22 July 59)
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MEMORANDUM FOR: THE RECORD

SUBJECT

MKULIRA, Subproject No. 96

of personal constructs as developed by Dr. has had successful application in this country and for some time there has been a desire to apply this methodology to foreign cultures; and (2) Dr. secessibility and acceptability to psychologists will make it possible to secure invaluable data on research attitudes and personality information on researchers. MD/OSI, A&E/OTR, and SOB/DDP have expressed an interest in the results of this project and are willing to support it with requirements and technical support.

2. Dr. is professor of psychology at niversity. He has been a fully cleared consultant to the Agency for four years and has demonstrated unusual sensitivity and perceptivity to Agency needs, particularly in the area of assessment and the psychological support of the has an excellent national and international professional reputation. He is a member of the

end is the leading contender

He is the

and a consistent contributor to leading professional journals.

- 3. In connection with his duties as a consultant to certain of our projects, it was learned that Dr. was planning the end study outlined in the attached project proposal and has received preliminary assurance that, in part at least, he could receive the necessary support outside the Agency. However, at our request, he agreed to submit this original request to obviously, this type of grant is clearly consistent with the overt aims and purposes.
- h. Funding and monitoring of this project will be handled by

  manner. Accounting for the funds expended will be according to the procedures previously established by the Any unused funds remaining
  at the conclusion of the project will be returned to the Agency. Travel
  funds will be accounted for in a manner consistent with the established—
  practice of the
  - should be used against Allotment 0525-1009-4902. It is noted that Dr.

    ill be on sabbatical leave from University during the
    period of this grant. University does not pay salaries during
    sabbatical leaves, consequently a major portion of this grant includes the
    replacement of his salary during the period. Dr. has indicated that
    he may be able to secure what is known as a Research Quarter beginning
    1 April 1960. Since he will receive his salary during this period, the
    grant will be reduced accordingly. This amount would be approximately
    1/4 of the salary allocation or \$3850.00.



- 3 -

6. Dr. is approved by the Agency for access to TOP

SECRET material. It is anticipated that his wife

be cleared accordingly.

Chief
TSS/Chemical Division

APPROVED FOR OBLICATION OF FUNDS:

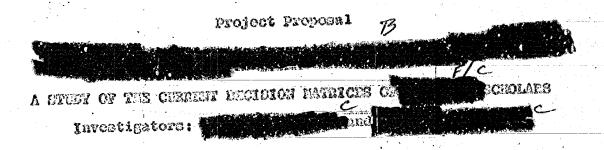
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Date:

Attachment: Project Proposal

Distribution: Original only





Introduction

This proposal is concerned with the psychological matrices within which scholars currently structure their decicions. Eather than averying the psychological differences that appear to characterize the people of one should be contrast to those of another, this study is to be idented upon mombers of various scholarly communities and the distinctive features of their current outlooks.

Traditionally psychologists have approached the problem of understanding human behavior by attempting to seek out the notives or forces which seem to impel persons willy rilly along particular of section. This kind of psychology attempts to make some out of what people do by cavisioning entra-personal determinants, even though those determinants are often said to reside within the personality.

Fut there is another approach. It may be described as the psychology of personal constructs. Instead of looking for the forces which drive and direct human behavior, the personal construct psychologist looks for the gersonal construct systems which persons erect for themselves and within the limits of which choices between alternatives must be used. These personal construct systems may be regarded as sets of issues which the person has implicitly cast up for himself. They impose upon him a self-devised matrix within which he then has no choice but to channelize all of his decisions.

We say not always be able to tell what a person will do in a given situation, but we can come much electr to an understanding of what behaviors are available to bim if we pay some attention to the system of elternatives he has marked out for himself in advance. Under pressure a person may change his behavior radically. It should be possible to anticipate some of these changes long in advance, not so such by questing the direction of the forces impinging upon him as in terms of what, all along, he has structured as the practical alternative to what he was doing.

For example, a man may protest that he is a liberal scholar who believes in Arcedon of thought and action for everybody. Every psychological test may show that he has no Astention of being

dislodged from this position. But no personal outlook, such as this one, can be psychologically specified until it is clear what is being implicitly denied, so well as what is being emplicitly affirmed. Thus the personal construct psychologist is led by his line of approach to ask what it is that his friend is denying by his protestations of intellectual belief.

Assuming that any person can be pushed to the point where he will re-adjust his posture, it becomes important to find out what alternatives are available to him when he must make now choices. The firmness of his stand may be reassuring, provided he is never disledged from it. But the question is, what direction will he jump if he can no longer stand where he is standing? What is the natrix of potential decisions he has exceted for himself, and in a time of real crisis what network of open pathways will it provide for him?

There is reason to helieve that men erect their personal construct system—their matrices of decision—differently. Here-ever, it seems responshe to believe that these matrices will show distinctive sub-sultural patterns. In this study it is proposed that we light enterives to realiers of university communities in Chifferent the common by virtue or their common disciplinary interests and their shared dedication to intellectual inquiry.

Dut within this sub-culture of university scholars everywhere there must be crucial psychological differences of outlook which lie boucath the surface. Will all these scholars veer the same way when their present positions become untonable? We wonder.

## Mathod of Inquiry

mately multicroities in approximately caregive the twoive-month period beginning either April 1.

2000, or Suno 1, 1900. Since one of the investigators is a professor of psychology in an aniversity it should be possible to establish congenial references with follow psychologists in any maive salty. Moreover, since the other investigator is his result to possible to meet these persons in dementic softings and in company with groups of their Irisads. It is believed this is the ideal setting in which to explore the more subtle features of the group decision matrix.

Payebologists have a nutual concern for each others' research, and one of the related purposes of the study would be to learn seatching of what new approaches to evahological problems are being developed in the vertous academic actings. But beyond this, the more challenging problem is to learn how these psychologists and their cellengues in other disciplines have structured their natrices of decision. From this it should be possible to anticipate what shirts of position would be open to them in a time of personal or national crimis.

It is possible, we believe, to use the nothed of group discussion, even when conducted through to develop an approximate statement of the decision natrix common to a given group. To be cure, certain standardized discussion techniques would have to be used, and it is proposed that a companion project be supported during the seven menths prior to April 1, 1980, in order to develop these techniques to an optimum level.

It is tentatively planned to use a tape recorder in connection with these group discussions, and later to subject the recordings to paychological analysis. The interludes between periods of active travel would be used for this purpose, as well as the period subsequent to the termination of the supported project. It is also tentatively planned to photograph the participants in the group discussions so as to lead vertaintlitude to the psychological reconstructions of the discussions sessions.

# Analysis of Results

Perponal countract nystems may be reduced to the form of gridecalled "repertory grids"—which then can be nablected to mathematical analysis.

Equivalences between constructs on to trecrained of constructs applications and known events. A matrix can be factor-analyzed to determine the extent to which it can be reduced to a simple attrocture, as well as to determine the poles of implicit behavior underlying the manifest position of the porson whose system is being studied.

It is proposed that the auxlytic motheds already devised from making sense out of the reportery grid be developed further in order to yield as much systematic information as possible about the extential decisions of individuals and groups in time of chargency. This further development, as well as the social and cultural information which it is been the study will address should constitute a contribution to psychological knowledge and to the understanding of ecological factors in mankind's decisions

### Itinorary

It is proposed that the itinspary be divided into five sections, each involving from thirty to sixty days of active travel and followed by an equivalent period spent in one place to study data and plan revisions of processures.

Section 1: April 1, 1960, to June 1, 1960.

Vigit universities and institutes of advanced study in approximately eight of the following cities:





Section 2: June 1, 1960, to July 1, 1960.

Visit universities in approximately four of the following cities:

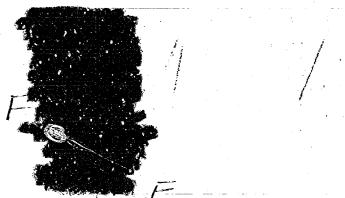


Interlude. July 1, 1960, to September 15, 1960.

A portion of this period may be spent in and for noro leicuroly travel esting whatever informal contacts may be possible.

September 15, 1930, to October 15, 1930, to October

Visit universities in approximately four of the following cities:



Interlude is section 15, 1980, to Revember 15, 1960.

Section 4: November 15, 1960, to Decomber 15, 1960.

Visit universities in approximately four of the following cities:

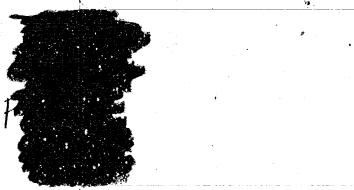


()

Enterlude: Becomber 15, 1980, to February 1, 1981.

Section S. February 1, 1931, to March 15, 1981.

Visit universities in approximately six of the following cities:



## Budget

Stipond: Replacement of Enrucd Income for Twelve	Investigators' Hornal HostbsSalaries and	\$ 15,000.00
Not Compulting Foos		ž.

Prawing Account:  For Rich Expenses in \$630  porson for 60 days	per 3,600.00*
per blem Exponses in \$10 per person for 205 chys	10,260.00*
Airlino and Public Fransportation	2,500.00*
Cir Longo: Including Insurance and Travel Dougento: 8 1/2 months	605.00
Gas, Oll, and Tolln: 20,000 miles	700.00

Clorical Assistance

the proposed budget.

600.00

Equipment, Supplies, Film Processing, and Excess Engago Charges 1,000.00

. TOTAL

8 34,465.00

Respectfully sabultted,



July 27, 1959

MIMOTAMBUM TO: The Directors

SUBJECT: Project Projectal Submitted by Dr. Category A

Cocconve bearing

Caci 5

July 27, 1959



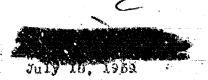
Thank you very much for your letter of July 18. Preliminary conversations indicate that the proposal will be well received. I have no suggestions or recommendation of changes and am putting it into the mill immediately. What this means is described in the brief statement which you have already seen. I should think it will be about two mentis before I will have a reply to offer, but that could be delayed just a bit by summertime vacations of my Board members.

left the left or more interview. It must have been fascinating.

I'll look forward to seeing you at the fif you don't make it back this way before that time.

Sincerely yours,

Executive Secretary



ir. Kagauti va kagratary

Dear Mr. C

Enclosed are two project represents desired along the lines we discussed in the lear month. The first is to cover the principal mission and the other is to take care of preparatory matters.

I wish you would look them both over and anggest any ravisions you believe should be made. .

There is a possibility I can get to University to give us a "research quarter" next apring. In that case I would be free to so approximately april let, even though the proposed asignal from the would not be effective until June 188 and approximately universities while they were still in their apring costions.

I we sending a copy of the proposal servell as a copy of this lation, to be

Yours very traly.